



How to Identify New Performance Track Commitments

Performance Track Teleseminar Summary
March 10, 2005

Speakers

- Sara Ethier, director of environmental operations, 3M
- Jeff Muffatt, manager of regulatory affairs, 3M
- Jim Kotsmith, senior environmental engineer, 3M

Topic Summary

This teleseminar focused on helping new and renewing Performance Track members find ways to identify performance goals. There were approximately 45 participants.

Key Points from Presentations

Background on Performance Track goals

- Performance Track allows each facility to develop its own goals from the indicators listed in the [Environmental Performance Table](#). (PDF, 203KB, 3 pp.) Facilities choose four goals (two for small facilities) for a 3-year period.
- Facilities are allowed three commitments instead of four if they choose to adopt a regional challenge commitment. EPA Regions 1, 2, and 6 have established challenge commitments to address regional priorities, and others are under development.

Strategies for identifying performance commitments

- Look at the negative effects of your activities or processes: e.g., waste, resource use.
- Look for opportunities to preserve or restore natural resources, and improve the environmental performance of products.
- Look for inefficiencies.
- Look for opportunities for environmental

3M's Approach to Developing Performance Track Goals

3M currently has 14 facilities in Performance Track. Facility goals for Performance Track are based on goals in the facilities' ISO 14000 and Environmental Management System (EMS) plans; the facility's Environment, Health, and Safety (EHS) management plan; and 3M's Environmental Targets '05 goals for reductions in waste, emissions, and energy use. The facilities integrate these goals in the process of developing their EHS management plan, listing and ranking all the issues they plan to work on. Current commitments at the 14 plants focus on reducing emissions of volatile organic compounds (VOCs), energy use, and waste, along with eight other indicators. Between 2001 and 2003, 3M Performance Track facilities reduced their VOC emissions by 60 percent, cut their generation of waste by 14 percent, reduced their energy use by 16 percent, and cut their Toxics Release Inventory emissions by 55 percent. Corporate-wide, 3M has prevented 2.2 billion pounds of pollution since 1975, cut solvent emissions 50 percent and solid waste 11 percent since 2000, and improved its energy efficiency by 11 percent since 2000.

improvements in addressing the facility management's top priorities. For example, if management is pushing to improve product yield, there may be opportunities to reduce waste.

- Tie future performance commitments to significant environmental indicators and targets that are identified in your facility's EMS. Choose things that are significant in your business. There needs to be a metric, a tracking mechanism, in order to be able to measure the results.
- Benchmark with other companies or other plants within your company. If there are other facilities in your company that make the same product as yours, find out which plants have the lowest waste, the lowest energy use, the lowest water use, etc., find out how they did it, and replicate their approach at your facility.
- Look outside your area of expertise. Take time to talk to staff in production and processes, maintenance, sales, etc., and get ideas from them for areas you can work on.
- Look at existing metrics, such as product yield; landfill volume, weight, and costs; hazardous weight volume, weight, and costs; sewer and water bills; energy bills; raw materials use and trends; Six Sigma projects.
- Look for opportunities at the facility, equipment, and production levels, such as equipment run time; efficiency and age of motors; pump seals in water systems. Walk through the facility when it is shut down to see what is still running.
- Look at high-cost, large-volume, or inefficient systems.

"Before we started in Performance Track we'd reached a plateau in our environmental improvement at some of our plant locations. Now we're leveraging Performance Track to help us with further improvements in reducing our environmental footprint."

—Sara Ethier

director of environmental operations

Strategies for identifying community involvement goals

- Use corporate or facility websites to describe participation in Performance Track and other voluntary programs, and to publish the facility's annual performance reports.
- Send out press releases to local media in Performance Track facilities' communities.
- Make presentations to chambers of commerce, business associations, citizen advisory boards, and the public. Offer facility tours to community members. Make environmental performance reports available in public libraries and city hall.
- Mentoring: Offer mentoring support to other facilities that are interested in getting into Performance Track.
- Performance Track is a perfect way to demonstrate your investment in the communities in which you operate. It lets the community see that you're a partner in helping them move forward on the environment.
- Look for opportunities to combine and leverage outreach efforts from a variety of voluntary programs in addition to Performance Track.
- Hold recognition events at facilities. Typically within the first six month of a facility joining Performance Track, 3M holds a recognition event with top corporate officials, local elected

officials (mayors, U.S. congressional representatives), EPA regional directors, facility staff, and the public. 3M publicizes these events in local newspapers and business journals.

- Encourage employees to volunteer in the community. When a 3M employee spends 25 hours volunteering for a nonprofit organization, 3M makes a \$200 donation to the organization in the employee's name.
- Sponsor professional events at the local and national levels. For example, 3M is sponsoring the Air and Waste Association's annual meeting, and will use that opportunity to do outreach for Performance Track.

3M's Pollution Prevention Pays (3P) program

- 3M started its 3P program in 1975. The program is based on two premises: to eliminate pollution at the source and to save money and resources for 3M.
- The program has had more than 5,600 projects since its inception, resulting in more than 2.2 billion pounds of pollution prevented and nearly \$1 billion saved to 3M (first-year savings only).
- 3P is a very effective idea-generating program, with relevance to developing Performance Track commitments.
- Project categories include:
 - Product reformulation
 - Process modification
 - Equipment redesign
 - Productive use of waste materials
- Projects need to prevent pollution and provide a monetary benefit for 3M. The program also developed five special criteria to involve a broader spectrum of the company: Excellence (focusing on innovation), Green Steps (focusing on how new products are produced), Guardian (focusing on reducing toxic emissions), Mobius (focusing on incorporating recyclable/reusable benefits into products), and Mover (focusing on good distribution).
- These criteria apply at the facility level. Each facility writes its own Environment, Health, and Safety plan; if it can't achieve its goals at the facility level due to upstream inputs or research and development needs, it escalates the problem up to a division or corporate level.